

Executive Summary

Wyoming Market Survey

The State of Wyoming employee compensation system is comprised of several components. Pay practices are governed by state statute, rules, policies and procedures which are developed and implemented through the combined efforts of the Governor, the Legislature, Administration & Information Human Resources Division (HRD), and executive branch agencies. This summary provides information on the market component of the compensation system only.

The HayGroup was contracted to assist the State with redesigning our job evaluation, classification and compensation systems in 2008. In January 2009 the state legislature adopted a statewide compensation philosophy with eight components statements (Attachment A). The philosophy outlined the responsibilities of the Legislature and the Department of A&I. Oversight is by the Office of the Governor and state agency heads. As you read the State Compensation Philosophy, please note Component #7 which requires HRD to conduct market surveys at regular intervals. Conducting periodic salary surveys ensures State of Wyoming salary structures and rates of pay are competitive with the local, regional and national labor markets.

For the market analysis, Wyoming utilized five survey sources:

1. Twelve selected States (Arizona, Colorado, Idaho, Montana, Nebraska, Nevada, New Mexico, North Dakota, Oregon, South Dakota, Utah, and Washington) from the annual survey produced by the National Compensation Association of State Governments (formerly Central States Compensation Association (CSCA));
2. Wyoming Prevailing Wage Survey (Highway and Building Construction);
3. Hay Group PayNet (National companies with positions in Wyoming);
4. Wyoming Hospital Association Survey;
5. A custom statewide survey conducted by Hay Group of public and private employers in Wyoming.

Sector or Industry Surveyed
City
County
State
Education & School Districts
Engineering
Hospitals
Mines
Oil & Gas
US Forestry Service
Construction

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Basic market survey methodology follows industry standards and includes:

1. Identifying and describing benchmark jobs - a job that is commonly found and is used to make pay comparisons;
2. Identify, survey and collect relevant labor market data on identified benchmark jobs;
3. Develop a Market Policy Position (MPP) or “best market rate” for each grade (an average for all jobs in the grade). Wyoming uses regression analysis and our job evaluation system to determine our market policy position (MPP) for each grade.
4. Develop pay structure(s) with minimum and maximum pay ranges for each grade.

The following tables represent the occupational groups, number of benchmark jobs and sector or industry surveyed. The State has 603 total jobs. Benchmarks surveyed represent 59% of all State jobs. Lists of survey participants and benchmark jobs are found in the attachments at the end of this summary.

Occupational Group	Benchmark Jobs
Attorney	1
Benefits & Eligibility	13
Business Administration	33
Computer Technology	16
Correctional	8
Cultural Resources	11
Education & Training	11
Employment & Human Resources	15
Engineering & Natural Resources	19
Financial	37
Fish & Wildlife	11
Healthcare Services	37
Inspection & Safety	7
Institutional Support Services	6
Land & Real Estate	6
Public Information	8
Public Safety	32
Social Services	28
Trades	44
Transportation	11
Grand Total	354

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When developing our pay structure, we reviewed the market data and found there were specific occupational or industry groups where the majority of the jobs within the industry were paid at a higher rate than our other jobs. For these specific occupational groups, we created separate pay tables.

The State of Wyoming uses multiple pay tables as displayed below:

1. The table name indicates the occupations included within this plan;
2. The number of grades indicates how many pay grades are represented each table.
3. The pay grade range spread is the calculated difference between the lowest minimum rate to the highest minimum rate. *The Attorney Pay table maximum is currently limited to the market policy position and needs to be updated to include a maximum similar to other pay tables.

Table Name	# Grades	Percent of Spread from Lowest Rate to Highest Rate Per Grade within this pay table
General	25	41%
Executive	20	50%
HP&CI	12	41%
Nursing	11	41%
Attorney *	7	18%

The current pay structures were implemented in 2010 with cumulative market data gathered from 2008 and again in 2011, however no changes have been made to the structures based on the 2011 data. The movement of salaries to a specific point of the market, across the board increases which ended in 2008, and restrictions in the application of the State Compensation Policy are inconsistent with the adopted compensation philosophy. Inconsistent and limited salary adjustments have created compression and morale issues within the state employee work force. 76% of all salaries are below a competitive wage or the Market Policy Position (MPP) with 57% of those salaries at 91% of the MPP.

Mountain States Employer Council conducts annual labor market surveys which include Wyoming employer data. This information indicates average percentage increases in pay for 2010 were 2.3%. Rates in 2011 were 2.6%, and 2.8% is projected for 2012. The HayGroup indicates average movement across grades on an aggregate basis is approximately 2.7%. The range of movement has been 0.2% to 4.0% over a 3 year period. The State of Wyoming has not adjusted pay table minimums and maximums since they were implemented in 2010 using survey data based on 2008.

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The State's compensation picture will continue to be influenced by the following factors over the next several years including:

1. Competition for quality applicants in the rapidly changing labor market;
2. Demographics of an aging state population;
3. Increased turnover within state government due to pending baby boomers' retirement;
4. Impact of fracking and other potential developments in the mineral industry across the state;
5. Recovery of state and local economies.